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# Inside APHIS

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## Heroes of Reinvention Use a Forum to Further Change

Even the weather cooperated, filling the crisp November air with sunshine for 110 employees from 9 programs attending a reinvention forum in Minneapolis, MN. Called "innovators" by Carolyn Luckensmeyer, former deputy director for management of the National Performance Review (NPR), most of these employees came to share their stories of reinvention—the strategies, successes, and barriers—and to generate energy and support for further reinvention of APHIS.

"Reinvention labs aren't successful in isolation," comments Bill Zybach, M&B employee who helped facilitate the forum. "In the labs are the issues of the organization, and the organization needs to hear what the employees in the labs are experiencing and experimenting with. The purpose of the forum was to get the labs together with other stakeholders and share the good things going on."

Originally conceived as an opportunity for the people working in the seven reinvention laboratories in APHIS, as word of the conference got out, others asked to participate. Programs, work units, and teams who were not part of the seven labs but who were changing structures, processes, or approaches in their own groups asked to join. Others who were interested in beginning the reinvention process also asked to come.

### Forum Coordinators

Eva Ring, PPD employee and member of the Department's NPR task force, coordinated the forum with Zybach, who helped set up reinvention labs in the Department of Health and Human Services, and Lance Cope, also of M&B, who is helping IS with its reinvention lab. These coordinators invited



PHOTO COURTESY NPR

Richard Kelly, PPD (left), accepts a hammer award from Vice President Gore for his lab's reinvention effort. Deputy Secretary Richard Rominger is in the center.

people with roles to play in furthering reinvention initiatives: The Administrator and the management team (AMT) participated; Lukensmeyer facilitated the first day; and Deputy Secretary Pat Jensen spoke and joined opening-day group discussions.

Three other groups added to the forum's dynamics—the VS management team, already in Minneapolis for team-building sessions, helped the group translate themes of the forum into action plans on the last day. M&B's Field Servicing Office (FSO), which was celebrating its

Seventh Annual Quality Week, and M&B's Human Resources operations (HRO) opened their doors in Butler Square, two blocks from the forum, and invited forum participants to their open houses during lunch hour. Out-of-town employees got tours of these offices, saw displays of successes with total quality management, and lunched on homemade refreshments laid out in appreciation for FSO and HRO customers. Three FSO employees, Louise Strand, Roseann Hill, and Mary Thornhill, published a daily (See REINVENTION on page 4)



## Secretarial Focus

By Elaine Gilbert, Management and Professional Development, R&D

At St. Louis, MO, last fall, 23 employees graduated from the ExCEL Program, a progressive training and development experience for all levels of office support staff.

Lending their strong support to the program were Glen Lee, PPQ Deputy Administrator, and VS' Joan Arnoldi, director of the National Veterinary Services Laboratories, who congratulated these employees at the graduation ceremony. Among the 23 employees were 10 graduates who attained scores of 90-100 percent on all performance-based posttests. These employees received certification as "Expert," meaning that they are eligible to apply for ExCEL's next level of training. Here are the 23 field graduates:

Lori Anderson,\* VS, Ames, IA  
Ann Asmus, VS, Albuquerque, NM  
Judy Denato, VS, Ames, IA  
Deanna Eyre,\* VS, Helena, MT  
Deborah Hicks,\* VS, Little Rock, AR  
Charles Horton, VS, Austin, TX

Margaret Labadie, VS, Englewood, CO  
Bette Merrill, VS, Newburgh, NY  
Stacey Musser, VS, Harrisburg, PA  
Connie Pepper,\* PPQ, Sacramento, CA  
Linda Price, VS, Ft. Collins, CO  
Linda Roach,\* VS, Litchfield, IL  
Jean Ryan, PPQ, Ft. Lauderdale, FL  
Bernice Schroeder,\* VS, Jefferson City, MO

Jean Segrest,\* PPQ, Montgomery, AL  
Beatrice Smith, PPQ, Trenton, NJ  
Wanda Smith,\* VS, Ft. Collins, CO  
Janice Taylor,\* VS, Ft. Collins, CO  
Evelyn Vargas, PPQ, San Juan, PR  
Kathlene Walton, PPQ, Salt Lake City, UT

Marie Watson, VS, Lansing, MI  
Rosemary Watterud,\* PPQ, Bismarck, ND

Jean Weuve, VS, Ames, IA  
**\*Expert**

The program incorporates skill assessment, developmental assignments, and internal and external training, including college courses. The program is made up of three progressive learning levels. They

are Level I, Expert; Level II, Master Performer; and Level III, Master Performer Trainer. To move from one level to the next, ExCEL enrollees must demonstrate certain competencies. Once participants have met all the requirements for Levels I and II, they are eligible for Level III. Participants who apply and are selected for Level III receives a promotion. Level-III employees will spend 20 percent of the work year performing career development assignments.

There have been five graduating classes since June 1991, when the program began. Graduates from classes 1 and 2 were primarily headquarters employees. Participants from classes 3, 4, and 5, all field employees, make up the graduating class listed above.

Additional information on the ExCEL Program is available in the APHIS Training and Development Activities Catalog for fiscal year 1994-95. ♦

## Retirees Then and Now

Where are they now—our former leaders and colleagues, our supervisors and coworkers who retired—was it 2, 3, or 5 years ago? Networking is one way of hearing about retired employees; another way is through *Inside APHIS*.

"As I travel around the country, many present and former employees ask me about Harvey Ford, former deputy administrator for PPQ," says B.J. Lewis, PPQ regional senior operations officer at Gulfport, MS. Lewis, perhaps tired of having to repeat this story, has provided *Inside* readers with the answer to what Harvey Ford now does with his life since his retirement in the mid 1980's.

Last November, the Mississippi Tennis Association selected Ford as Adult Male Player of the Year. The honor capped a record of

singles, doubles, and mixed doubles tournament wins during 1994. Active at the State and local level in various tennis associations, Ford also edits the Bayou Bluff, MS, tennis club newsletter and drives the local Meals-on-Wheels truck about once a week..

Another retiree, former Administrator Frank Mulhern, believes that retirees still have a real contribution to make to the agency. He and several current employees want to start a retiree-employee group. Its purpose would be to promote intercommunications between retirees and current employees and to give retirees a role in the agency's mission. The group will meet this month to discuss how it should operate. Call Mulhern at (301) 982-9729 for more information.

## Inside APHIS

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# Sign at New Headquarters Site Recalls Aviation History

By Judie Rancourt, Regulatory Analysis and Development, PPD

"What's 'Ercoupe'?", you'll be sure to ask when you see this unusual name on the street sign directly across from the entrance to our new building. Although our new headquarters is on River Road in Riverdale, MD, the cross street is Ercoupe Drive.

A little aviation history is in order here. After all, we'll be about a mile from College Park Airport, the world's oldest continuously operating airport. But the curious word "Ercoupe" really isn't about College Park Airport. It refers to a now-abandoned airstrip and the company that originated that strip.

In 1936 the Engineering and Research Corporation (ERCO) was formed to build a small civilian plane, the "Ercoupe." In 1939 construction began on the plant in Riverdale that was to produce the Ercoupe and the airstrip from which these little planes were to be test-flown. Back then, this area, about 230 acres between the B&O railroad tracks and the northeast branch of the Anacostia River, was a forest partly belonging to the McAlpine Farm and partly to the Calvert estate.

The Ercoupe was designed as a two-seat monoplane of all-metal construction. It incorporated many features that put the plane at the forefront of safe civilian aircraft of its time. The Ercoupe's most important feature was its ability to prevent the dreaded "tailspin" that took a toll on many early aircraft. The small plane was unique in having no rudder pedals... "Anyone who can drive a car can steer an Ercoupe." The aircraft was (and still is) considered by many to be a safe, fast (for its age and its size category), and economical plane that is very easy to fly.

By March 1941, 100 Ercoupes had been produced, and 900 were on order. The start of World War II placed many restrictions on civilian manufacturing, and ERCO shifted to the production of gun



PHOTO COURTESY PEN-BAR, INC.

The Ercoupe Serial No. 1, shown here, was photographed on the Erco field in Riverdale, MD, in 1944.

turrets and other subassemblies for military aircraft. At the end of the war, production of the Ercoupe began again, and by 1954 nearly 3,200 Ercoupes had been built.

In 1954, the plant and land were sold to the American Car Foundry (ACF), a large manufacturer of railroad freight cars. The rights to the Ercoupe were not sold to ACF, but were transferred by ERCO to the Forney Manufacturing Company of Colorado, which produced the Ercoupe until 1962. The rights to the Ercoupe were passed through a series of owners who modified the plane and changed its name. The Ercoupe had flown into history, but not before 6,000 planes had been built. At the height of its activities, ERCO's Riverdale plant employed 2,600 workers and operated 24 hours a day in 3 shifts.

Many Ercoupes are still flying, and at least one is based at nearby College Park Airport. It has been dubbed "Dumbo" affectionately by its owner.

Although the airstrip is no longer in use, the plant is. The area at the end of Lafayette Avenue, where it intersects Tuckerman Street (just to the southwest of our new location), contains a large, art-deco-style industrial building with a facade of glass brick and two smaller adjoining buildings. For the past 20 years, the main building has been occupied by the chart distribution and sales centers of the National Oceanic and Atmospheric Administration and the Defense Mapping Agency. The larger of the other two buildings is occupied by the art and exhibition section of the U.S. Coast Guard. ♦

*Editor's Note: Judie Rancourt, who retired on November 3, used to fly her plane from the Eastern Shore of Maryland to work each day, landing it at the nearby College Park airport. This article is her farewell gift to APHIS colleagues.*



## Reinvention from page 1

reinvention newsletter recapping the preceding day's activities.

"The design of the forum consisted of themes of reinvention involving empowerment of employees," comments Zybach. "We already have the experts. They are those who are reinventing—they are in the room."

### Reinvention Experts

The experts, Gail Moses, M&B; Lynn Siegfried, VS; Freida Scaggs and Alan Smith, IS; Mike Wright; PPQ, Richard Kelly, PPD; Dave Cummings, VS; Nancy White and Bonnie Smith, M&B; and Bill Manning and Michael Hornyak, PPQ reported on the status of their reinvention labs and took many questions from other participants. See the separate article on the laboratories on page 10 of this issue.

Spokespersons from two other groups also reported: Bill Clay, ADC, reported on the development of ADC's strategic plan and customer service guide. Ernest Delfosse, NBCI, reported on this entrepreneurial group's mission to have its customers look at biocontrol first instead of last and use it 95 percent of the time by the year 2000.

In addition to those reports, others shared their knowledge of the reinvention process during the first day. Jensen talked about the elements of reinvention: putting customers first, forming new partnerships, using technology in new ways, appreciating diversity, empowering employees by delegating decisionmaking to the lowest level, and measuring results.

NPR's Lukensmeyer reminded us that the private sector has been reducing its ranks since 1981, and now the Federal Government must make cuts.

"There is a tendency for people in Government to wait and see, but instead of sitting back and waiting for Government to slash the ranks of employment, make the commitment to push now; begin to change the image of USDA according to its mission. . . . The NPR struck a vital nerve with the public when it described its report as 'a Government that works better and costs less.'"

Contracts through which people commit themselves and their organizations to actions were spoken of often in the forum as an important tool of reinvention. With contracts employees can reinvent

### Reinvention Awards

The Hammer Award is a special award given by the Vice President to people who have participated in a team effort to build a government that works better and costs less. He has also recognized teams of employees who have made extraordinary progress in reinventing government. These are his Heroes of Reinvention.

Here are the APHIS recipients for 1994:

- Simplifying Rulemaking Reinvention Lab, PPD. Hammer Award, Washington area, on December 7.
- Meeting Customer Needs for Small Purchases and Leasing, FSO. Hammer Award for all of USDA; ceremony not yet held.
- Human Resources Operations, M&B. Hero of Reinvention, State of Minnesota, on September 28.
- ADC Vermont Office. Hero of Reinvention, State of Vermont, on September 30.

their roles, redefine relationships with supervisors, and shape their performance evaluations. Employees can make contracts with their supervisors, their stakeholders, and their clients. Jensen, in a small group session following her speech, proposed that USDA negotiate a contract with Congress similar to the contract the new congressional majority has made with America. Before leaving the forum, participants wrote contracts—both personal and program unit contracts for reinventing areas of APHIS during 1995—and carried them back to their units.

### Putting Customers First

Also reporting on reinvention subjects were PPD's Ken Waters and Bill Macheel. Waters, who led a customer service team in the Deputy Secretary's office last summer, talked about USDA's approach to customer service. He defined customer service as treating customers the way they expect to be treated and giving them the results they expect. He advised listening to customers' needs, building relationships with them,

and empowering employees on the front lines to improve their services to customers. Other advice from the team included developing service standards and plans that are then communicated to customers and measuring results against those standards and plans. To improve service, the team suggested using results from the best in the business as benchmarks. The self-directed teams in FSO's lab later demonstrated how they used benchmarks to improve processing of the agency's purchase orders.

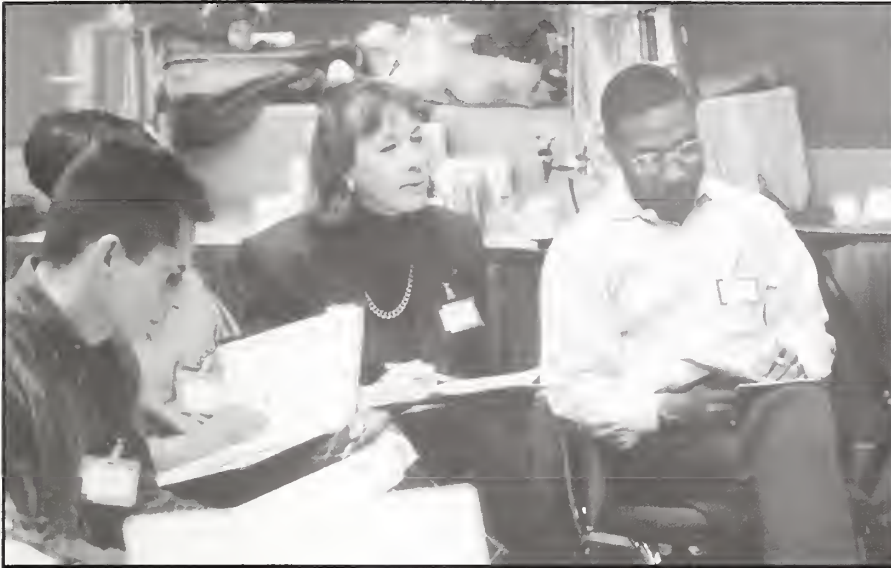
During his time at the Department, Waters heard about APHIS' reputation. "We often get frustrated because we think we're not going far enough or improving fast enough," he says, "but it's nice to know that APHIS at the Department level is a shining star."

Macheel summarized the Government Performance and Results Act (GPRA). Passed by Congress in 1993, this law shows an independent interest in Congress to change Government. The law asks managers to be "fanatics about results," said Macheel. The Act's framework calls for Government to set measurable goals, act to achieve those goals, and monitor to see if achievements have in fact occurred. The law requires agencies to have 5-year strategic plans in place by 1997 and annual performance plans in the President's budget by fiscal year 1999. Agencies will have to develop measurements for accomplishment. In the year 2000, agencies will publish annual reports stating their accomplishments and explaining any performance gap. See the article on the GPRA and PPQ pilots (page 8) for what APHIS is doing to develop a system for measuring results.

The following morning, employees returning to the convening area found the tables gone. A single row of chairs encircled a large open space. Facilitator Zybach proposed that employees fill that space with topics and issues in the agency that they felt passionate about. The agenda, participation, and structure were in the control of the participants.

This nonstructure—called "open space technology"—didn't bother employees at the forum. In less than an hour, the group had proposed 24 passions and concerns. Other employees who shared them





APHIS PHOTO BY BILL ROSENFELD

**Michael Hornyak, PPQ, Miami, FL; Gail Moses, M&B, Minneapolis, MN; and Woodie Colbert, BBEP, Ames, IA (left to right), participate in a discussion of passionate concerns at the reinvention forum.**

signed up to network on what works, what doesn't, the barriers, and some fixes. Discussion groups formed around the following topics and issues: change in the APHIS culture, an effective performance management process, customer satisfaction surveys, measuring program results, communication, creating customer satisfaction, the fear of EEO grievances, alliances with the Department to get authority, tools for acquiring rapid sustained improvement, the Internet, and how bad structures make good people fail. Almost a third of the participants participated in another identified topic—"undiscussables."

"Undiscussables" for these participants included turf wars and jockeying for power, micromanagement, dead wood and shelved individuals, promoting low performers to get them out of the way, fear that we're making reinvention up, nonacceptance of reinvention by management, and the unwritten rule of chain of command. Their list of solutions included linking AMT and management with employees for face-to-face talks about issues, sharing failures and lessons learned, accepting employees' diversity, dealing with performance issues, and letting cost and effectiveness shape the decisions on who does

what. The day ended with conveners or moderators reporting on the discussions.

Facilitator Zybach, joined by guest facilitator Pam Lyons from FSO, helped distill the essence of the passionate reinvention concerns into 12 themes and presented these to participants at the beginning of the third day.

The group voted on the themes it considered most vital to APHIS reinvention success and turned those themes into issues with action plans. (See sidebar). Then, reassembling into program groups, the representatives of each program discussed specific roles their organization would play in carrying them out. Each program-wide group developed reinvention contracts for the next year, committing the unit to uphold or advance one or more of the action plans of the forum. For example, to advance leadership, one AMT commitment for the coming year was to allocate \$50,000 seed money for reinvention initiatives. To support the issue of one APHIS, several program units, including NBCI, VS, PPQ, PPD, and M&B's FSO, agreed to market and participate in the Future Search Conference in January. Some of the contracts contained specific action items with timelines for completion. Others were statements of support without concrete action. Cultural change was an issue that programs wanted to support but had difficulty pledging specific commitment. See the story on APHIS culture on page 14 of this issue.

(See *REINVENTION* on page 16)

## Reinvention Advocates

At the reinvention forum, the AMT received the challenge to move from traditional vertical management structures to horizontal management structures and, by January 15, to put in place a crossfunctional team to encourage and promote the reinvention effort. The result is Reinvention Advocates.

Reinvention Advocates will serve as a catalyst for furthering reinvention throughout APHIS and as a conduit for information sharing and guidance pertaining to reinvention issues and suc-

cesses. The team's goals are as follows:

1. To establish a network of APHIS employees who are willing and able to devote their expertise and authority to removing barriers and to redesigning processes to help make reinvention efforts successful. In an ongoing and ad hoc fashion, Reinvention Advocates will assemble teams of agency experts to tackle issues that arise and then make sure the solutions are shared throughout APHIS. These experts will serve as a broker between those who know and those who seek to learn.

2. To coordinate issue identification and resolution among the various reinvention efforts.

3. To communicate and publicize reinvention successes, learning, and issues regularly to employees and Departmental officials; to keep abreast of outside reinvention efforts and to share this information with agency employees; to publicize agency efforts in multiple external sources.

To contact Reinvention Advocates, call Eva Ring in PPD, (301) 436-3582.



# Animal Disease Group Works Towards Mexican Autonomy

By Susan Acree,, Public Affairs, LPA

After more than 40 years of protecting Mexican and U.S. livestock, the Mexico-United States Commission for the Prevention of Foot-and-Mouth Disease (CPA in Spanish), also called the Exotic Animal Disease Commission (EADC), is preparing to make significant changes in both structure and mission. When the transformation is complete, the present EADC will have become a Mexican animal health surveillance and emergency program.

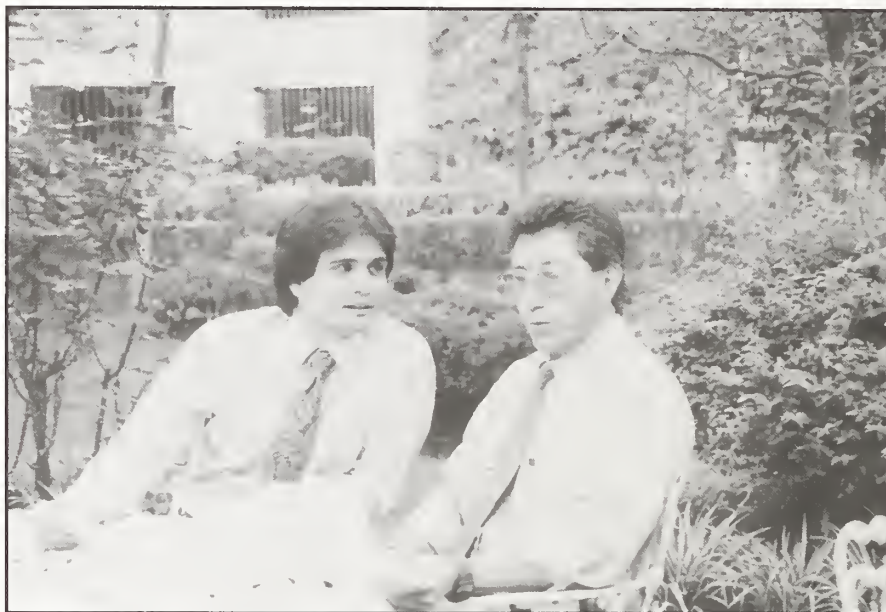
"The transformation of EADC reflects the beginning of a new era in disease prevention and control throughout the world," remarked Pat Jensen, EADC commissioner and Acting Assistant Secretary for Marketing and Regulatory Programs. Jensen spoke at a meeting of EADC commissioners in Queretero, Mexico, last September.

At that meeting, the Commission marked its 40th year of eradication of foot-and-mouth disease (FMD) from Mexico, and the commissioners discussed the organization's future. Mexico's Assistant Secretary of Livestock, speaking for the Mexican delegation, proposed that the responsibility for managing the country's exotic disease outbreaks be taken over unilaterally by Mexico's Secretariat of Agriculture and Hydraulic Resources (SARH). The U.S. commissioners agreed that over the years Mexico had greatly developed its animal health infrastructure.

"After 40 years, we need to acknowledge that the Commission has accomplished its mission," commented IS Deputy Administrator Alex Thiermannr, also an EADC commissioner.

Since the eradication of FMD from Mexico in 1954, the Commission has modernized its systems and technology. During 1995, the Commission's directors, IS' Peter Fernandez and SARH's Armando Mateos, will be working out the details of the Commission's transition into a world-class exotic animal disease surveillance and control network.

"The linkages between the United States and Mexico will remain and will be reinforced through formal agreements with VS' Emergency Operations staff



APHIS PHOTO BY ALEJANDRO RIVERA

**IS' Peter Fernandez discusses the transition plan for the Exotic Animal Disease Commission with SARH's Armando Mateos in front of the IS office in Mexico City.**

and its Centers for Epidemiology and Animal Health (CEAH)," Fernandez says. "We'll be spending the next year establishing these linkages and studying what needs to take place before the Commission completes the transition in 1996."

Mateos and Fernandez have identified four main elements of the transition plan: development of a memorandum of understanding that would outline cooperative steps necessary in the event of a disease outbreak; creation of a binational electronic system for reporting animal disease status and proposed animal health regulations; establishment of a semiannual forum for emergency diagnostic preparedness, standardization of laboratory methodologies, and exchange of information; and completion of a joint report on applications of new technologies to foreign animal disease management.

The Commission started out in 1947 as the Mexican-American Commission for the Eradication of FMD. Mexico had eradicated FMD once before in 1926, but a shipment of Zebu bulls from Brazil in August 1946 brought a new FMD outbreak to Mexico.

U.S. livestock owners favored aid

to Mexico because the Mexican outbreak presented a real and present danger to their interests. In March 1947, President Truman signed a Mexican aid bill into law, and the Mexican-U.S. Agricultural Commission developed a mutually acceptable program. Its recommendations included the formation of a joint commission to eradicate FMD with a Mexican director and a U.S. codirector. Thus was born the Mexico-American Commission for the Eradication of FMD.

The outbreak had an enormous impact on Mexico's economy. The closed U.S. border halted the annual exportation of more than 300,000 head of cattle from Sonora, Chihuahua, and Coahuila. Slaughter operations reduced meat and milk supplies and decimated the oxen population, causing a serious corn crop failure in the first year of the campaign because mules proved to be a poor substitute as agricultural work animals. In order to save the rural economy, the campaign was forced to modify its slaughter program and adopt a slaughter-vaccination approach.

The program began importing vaccines from Holland, Switzerland, Argentina, and Denmark but immediately began building a world-class laboratory to produce



its own vaccines because importing biologicals presented biosecurity and quality concerns. By May 1948, Mexico was producing enough vaccine to halt imports from abroad. The vaccine program brought the agrarian economy back from the brink of ruin and rehabilitated Mexico's livestock industry.

After overcoming a number of setbacks and technical difficulties, the program's efficient and thorough organization finally achieved success. By 1952 the disease was declared eradicated. The Commission was then renamed the Mexico-United States Commission for the Prevention of FMD. When new outbreaks occurred in 1953, the Commission reactivated its eradication program and effectively accomplished its objectives in 1954.

Several elements of Mexican society opposed the campaign. Groups of cattlemen and local villagers failed to understand the necessity of slaughter as a means of eradicating FMD; others resented the participation of the United States. Sometimes these

resentments flared into violence. In two separate incidents, villagers opposing the slaughter of their animals killed two Mexican program veterinarians and six soldiers.

With time, the Commission expanded its area of concern to include surveillance for other exotic animal diseases, such as hog cholera, African swine fever, avian influenza, bluetongue, and Venezuelan equine encephalomyelitis. The name was changed to EADC in 1988. In Mexico, however, the moniker "CPA" had become so entrenched in the agricultural society that CPA continues to be used in Mexico today.

As technology has advanced and awareness of biosystem interrelationships has increased, epidemiologists have taken a more holistic approach to disease reporting and analysis. In the past, the primary information EADC provided the scientific community was the name of the disease and where it occurred. EADC concentrated its efforts on field investigations and reporting. Under EADC's current

leadership, the Commission has been developing epidemiological information systems and management and telecommunications programs for improving field investigative work.

Today, Mateos and Fernandez, assisted by IS veterinarian Rafael Garcia, have integrated the Commission into an international network that shares and analyzes epidemiologic data. EADC now utilizes computer programs such as Epi Info, Internet, and Handi-status. With these programs, the Commission has shared and analyzed information with organizations like CEAH in Ft. Collins, CO, and the Office of International Epizootics in Paris.

When implementation of the transition plan is complete, the new organization, Mexico's proposed Animal Health Surveillance and Emergency Programs Commission, will possess a well-established, modern infrastructure that will enter the 21st century on the cutting edge of international foreign animal disease information management. ♦

## Public Accesses Agency Information With Internet Gopher

*By Larry Mark, Office of the Director, LPA*

The Internet, the largest resource of information exchange in the world today, is an invaluable resource for employees. It consists of many information computer providers (also known as "hosts" or "servers") that are electronically linked to allow them to share information.

The Internet has two main elements: e-mail and "gopher," the Internet's menu-driven information system. ("Gopher" was so named because it was developed at the University of Minnesota, whose mascot is a gopher.) Gopher provides users information on various topics from around the world via a system of menus, sub-menus, and sub-menus of sub-menus.

Recognizing that the Internet could disseminate information about APHIS and APHIS programs quickly and efficiently to a wide and diverse audience, interested employees from most programs formed an Internet working group

last year. Members include Richard Kelly, PPD; Ellen Mudd and Scott Floresck, ISCD; Eileen Welch, PPQ; Doug Barnett and Debra Baysinger, IS; Janet Wintermute, LPA; and Steve Dornseif, Kevin Clarke, Shane Short, and Nancy McDonald of VS' Centers for Epidemiology and Animal Health. I have been serving as chair for the group.

Initially our group thought that we could use a gopher menu on the Extension Service's Internet access as a way of distributing our information. However, we soon discovered that the amount of space available via the Extension Service's system was limited. Also, as the group found out at its first meeting in May, VS's office in Ft. Collins, CO, already had a test gopher in place. So we decided that APHIS would be better off to refine and develop this test gopher into a full-fledged APHIS system. The first steps were to develop and organize the menu, to establish

guidelines for managing the gopher, and refine the technology involved.

In a press release issued through the Department's Office of Communications last month, we announced the accomplishment of our goal: The public can now access information on the APHIS gopher. More than 100 documents are currently available, ranging from fact sheets on animal damage control to listings of cattle herds under quarantine for brucellosis to copies of PPQ's most recent "Industry Report."

Current submenus on the APHIS Information gopher menu include:

- animal health information;
- animal welfare—humane care of animals;
- APHIS regulations;
- controlling wildlife damage;
- international services; and
- plant pest and disease information.

Documents on our main menu include a fact sheet about APHIS, a directory listing phone numbers for  
(See Gopher on page 19)

# Random Bells Ringing in Ports Help PPQ Focus on Results

By Dale Rendahl, Program Results Monitoring Team, PPD

Long lines of passengers from abroad file through Los Angeles, Philadelphia, and San Juan international airports. Although the routine can vary from airport to airport, usually U.S. Customs employees check each passenger's declaration form and refer to PPQ the passengers who have declared agricultural products. One or more PPQ officers using a profile system select certain passengers' baggage for inspection. But at these three airports, and also at the border port of Laredo, TX, and at maritime ports in Los Angeles, Philadelphia, and San Juan, something different is happening. At the ringing of a bell in the airports, a PPQ inspector will direct the next passenger to step out of line. This passenger gets his or her luggage completely inspected. Sometimes contraband or agricultural items are found, most times not. Ten times a day PPQ employees at these three airports let the bell select the passenger at random.

## The GPRA

The bell is part of a pilot project for the Government Performance Results Act (GPRA). Congress passed the GPRA in 1993 in

response to the public's demand for a new way of doing business. The law requires that all Government programs be managed based on outcomes to be achieved. Programs must set specific targets or outcomes, measure progress towards those outcomes, analyze and use the results to make improvements, and, ultimately, connect these activities to the agency budget process.

## The Lombardi School

This description may sound like a new spin on processes already in place; however, the difference is a focus on results. Bill Macheel, who is part of a GPRA facilitation team in PPD, explains the difference as a "shift to the Vince Lombardi school of management." Lombardi, legendary football coach of the Green Bay Packers, used to tell his players that winning is not just a good thing, it is the *only* thing. His players focused totally on the result to be achieved, and he held his players accountable for achieving that result.

"In the same way," Macheel says, "the GPRA focuses managers on a clear outcome that the American people will pay for either through taxes or user fees. The

tricky part comes in choosing a way to measure clearly whether managers achieve the outcome.

"It was easy for Vince Lombardi to look at the scoreboard at the end of the game and know whether the Packers had won or lost," Macheel continues. "But with complex Federal programs, it is not so simple. Although implementation of the GPRA doesn't begin until 1997, agencies need to start now to find ways to measure whether they are achieving their goals and whether the taxpayer is getting what he or she pays for."

In the Agriculture Quarantine Inspection (AQI) Results Monitoring pilot, PPQ volunteered to work with PPD on a project that would focus clearly on measurable outcomes of PPQ's work and provide new information that PPQ could use to make sound program decisions.

## Design Team

A design team made up of management and employee representatives from four ports plus union officials, staff officers, and PPD staff came together to plan how the pilot would work.

The first step was to agree on the goals of the AQI program at ports of entry. PPQ management



Members of the design team on monitoring AQI results are (left to right) front row, Ron Sponaugle, Hyattsville, MD; Pat McPherran, Los Angeles, CA; Phil Garcia, Brownsville, TX; Carlos Ayala, San Juan, PR; Ed Thomas, PPD, now retired. Second row, Hal Fingerma, Philadelphia, PA; Julio Vila, Laredo, TX; Darlene Byron, Baltimore, MD; Patty Coto, Gulfport, MS; Sonja Cruz, San Juan, PR. Third row, Bill Macheel, PPD, Hyattsville, MD; Jim Eddy, Los Angeles, CA; Bob Nave, Sacramento, CA; Ron Blaskovich, Philadelphia, PA; and Kevin Harriger, Atlanta, GA. All are PPQ employees unless otherwise noted.

APHIS PHOTO BY KEVIN CONNER



agreed on two goals: First, to intercept and prevent the entry of prohibited items while managing the pest risk of regulated and unregulated items; second, to meet the most important expectations of PPQ's customers.

To measure achievement of the first goal, PPQ needed to know the percentage of cargo or passengers that have items of interest to AQI. Bells going off at random in the arrival areas of three airports identify the samples for inspection. The design team will compare this random number to the actual number of interceptions PPQ officers make at these airports. For example, if 10 percent of the random sample has items of quarantine interest but regular interceptions catch only 5 percent of passengers, PPQ will know it is missing 5 percent. By looking at baggage and cargo at border and maritime ports as well, managers will also know which pathways are of greatest risk of introducing quarantined items. The information collected will help managers decide how to reduce risk within a given region.

### **Customer Service**

To measure the second goal, the team developed a customer-service survey and sent it to 150 cargo companies that PPQ regulates in Philadelphia and Laredo. PPD's Connie Williams and Russ Caplen are facilitating this survey process. They will be presenting the results to the design team when it meets in January.

The random inspections began at the four pilot ports on October 1, 1994. While the initial data are not yet available, it appears that the random sample is at a high enough

rate to collect valid quarantine information. PPQ employees onsite report positive results also.

"I'm excited about the pilot," reports Phil Garcia, regional staff officer in Brownsville, TX. "It's finding answers to some of the questions PPQ managers have been asking for years."

"The random inspections have uncovered some pretty significant items," says Julio Vila, PPQ officer in Laredo, "and cooperation with both Customs and Immigration has been fabulous."

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**"Agencies need to start now to find ways to measure whether they are achieving their goals and whether the taxpayer is getting what he or she pays for."**

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*Bill Macheel*

"The pilot is going very well," agrees Hal Fingerman, officer in charge in Philadelphia. "I'm looking forward to its expansion to other ports."

By the end of fiscal year 1995, the team should have enough data for a valid estimate of the percentage of agricultural quarantine material moving through the four ports.

### **Results Monitoring**

To prepare the rest of the agency for measuring its programs and

getting the results it wants, PPD has formed a Program Results Monitoring Team. The team, now including Macheel, Ron Komsa, and Dale Rendahl, sees its role as providing overall coordination between APHIS and other USDA agencies, developing APHIS-specific processes and systems as necessary, providing training and consultation when needed, and facilitating the process with program groups as GPRA implementation proceeds.

The AQI pilot design team is meeting in January to discuss the first 3 months and to consider changes to the process and expansion to other ports. Eventually, most, if not all, AQI ports will incorporate random bell-ringing in the inspection process to help provide data that will tell PPQ if it is managing its programs to get the desired results.

APHIS-wide, PPD's Program Results Monitoring Team is beginning to work with other program areas interested in getting started on results-monitoring activities now.

Ultimately, each program in the agency will need to have specific mission statements, general goal statements, performance related objectives based on outcomes desired, annual performance plans, and annual performance reports. The goal of the GPRA is to have all Government programs become continually improving organizations in which employees use program results information to plan and make decisions that best serve their stakeholders and customers. ♦

# Employees in Reinvention Labs Share Strategies, Barriers

By Eva Ring, Planning and Risk Analysis Systems, PPD

At last November's reinvention forum in Minneapolis, MN, employees in each of the reinvention labs met and shared their successes and failures with reinventing Government. (See the story on page 1 of this issue.) As any of the contact people listed here will verify, to start a lab, all you need is determination and a number of like-minded employees. Here is an overview of current agency labs:

## **Meeting Customer Needs for Small Purchases and Leasing Field Servicing Office Minneapolis, MN**

**Jim Benham (612) 370-2207**

FSO's procurement and realty laboratory provides administrative services to four agencies in USDA. Employees have been empowered through an intensive training program in total quality management and through development of self-directed teams. The teams saved half a million dollars in the small purchases area in fiscal year 1993 and over \$700,000 in fiscal year 1994, primarily by working smarter than before and taking advantage of available government discounts and cost-effective vendors. The team now completes 90 percent of all purchase orders within 24 hours of receipt with an error rate of less than 1 percent. The lab has also developed more consolidated and user-friendly versions of GSA guidelines and questionnaires.

## **Simplifying Rulemaking Regulatory Analysis Hyattsville, MD**

**Richard Kelly (301) 436-8682**

This lab has reinvented the review and clearance procedures for rules that are promulgated to prevent the spread of animal diseases and plant pests. Employees have been empowered to distinguish complex rules that need substantial review from routine rules that need only cursory review. By forging a cooperative relationship between APHIS, policy levels of USDA, and OMB, the reinvention lab participants have been able to negotiate waivers and streamline the rulemaking process dramatically.

These employees have reduced reviews by USDA's Office of the General Counsel and the Office of Management and Budget by more than a third. In addition, lab staff members have taken the lead in educating other Federal agencies about the lab's successful pioneering of the Government's first use of an electronic bulletin board, accessible through modem dial-in and Internet, to accept comments on a proposed rule.

## **Expanding Options for User Fees National Veterinary Services Laboratories (NVSL), Ames, IA**

**Lynne Siegfried (515) 239-8266**

The initiation of user fees for NVSL's services and reagents sparked this lab's development of new initiatives towards a customer-oriented billing and collection system. Employees in this reinvention lab also went on to develop new laboratory services and reagents that help fill customer needs and provide new revenues through user fees. Through an organization-wide total-quality-management team process, this lab has involved staff from throughout NVSL who generated and implemented ideas to improve service to customers and save money. The lab has developed new ways to survey and monitor customer satisfaction and is continually responding to identified needs.

## **Emphasizing Prevention in Preharvest Food Safety National Animal Health Monitoring System (NAHMS) Fort Collins, CO**

**David Cummings (303) 490-7889**

NAHMS serves stakeholders in the livestock and poultry industries by providing scientifically sound and statistically valid information for producers and consumers on the safety of food prior to processing. As a direct result of listening to its customers, this lab is now providing information the way producers and the field force prefer to receive it--in targeted, focused reports covering topics of interest to each recipient. The lab has greatly expanded the universe to which it distributes information by

using electronic networks. Lab employees have also used technology to reduce greatly the time it takes to provide the results of survey data to customers--in some cases to 24 hours instead of months as it used to take.

## **Enhancing Service Delivery Through Decentralization PPG's Southeast Region Gulfport, MS**

In an effort to strengthen the Federal-State relationship and to streamline its organization to serve customers better, this regional office eliminated a layer of management, that of the associate regional director and assistant regional directors (ARD) in its hierarchy. Instead, it created a State plant health director position in each of the region's eight States, Puerto Rico, and the Virgin Islands. These directors are making decisions formerly made by ARD's. The lab also set up State plant health committees to coordinate program activities and maximize program delivery between PPG and the State cooperators. This region has requested and received delegated authorities, which had long been entrenched only in headquarters offices, for purchasing, budgeting, and personnel. These authorities are allowing the region to further cut red tape and accelerate delivery of services to the field. The results of this decentralized approach to managing field offices can serve as a model for other agencies, inside and outside of USDA, with similar field structures.

## **Empowering Employees Through Self-Directed Work Teams Miami International Airport Baggage Inspection Program Miami, FL**

**William Manning (305) 526-2518**

The 30 employees who make up the self-directed work team at the Miami International Airport have their hands full ensuring that pests and diseases that could be harmful to U.S. agriculture are not introduced via traveling passengers. In the early 1990's, many considered this section to be the most undesir-



able of all the work places in the port. As a result of this lab's implementation of a self-directed work team, members are feeling more committed and devoted to their jobs, and morale and job satisfaction have increased. Team employees gained a more positive perception of the agency as an employer and feel more a part of decisionmaking previously reserved for upper management. In the last year, issues have arisen pertaining to the fundamental premises of empowerment, trust, and participation upon which a self-directed team's effectiveness depend. APHIS managers and staff, along with union representatives, have

been working responsibly through these issues together.

**Focusing on Results and Resource Management  
IS' Resource Management Staff,  
Hyattsville, MD  
Marshall Kirby (301) 436-8292**

Applying the principles of total quality management and process reengineering to their reinvention efforts, members of this lab have demonstrated that they can overcome organizational, cultural, and geographic boundaries. This staff provides administrative support to APHIS' international program sites. By concentrating on integrating clients and customers into the full

range of quality improvement activities, the lab has realized significant improvements in processing international cash disbursements. By enlisting customers and partners who are affected by the services of the Resource Management staff onto their process-improvement teams, people in the lab have formed ongoing relationships that will improve IS' chances of success in other efforts. ♦

## NVSL Instructors Train 100th Group to Detect Horse Disease

*By Marilyn Hagemoser, NVSL, and Tom Cramer, Import-Export Staff, VS*

Early last December, the National Veterinary Services Laboratories (NVSL) in Ames, IA, conducted its 100th training course in how to detect equine infectious anemia (EIA), a viral disease of horses. The first course was taught 22 years ago in June 1972.

"We had 14 students in that first EIA class," says Jim Pearson, one of the original course instructors who is now chief of the Diagnostic Virology Laboratory (the NVSL laboratory that provides the EIA training). "That class had students from all across the country, including Hawaii. We even had two students from Mexico."

### State Laboratories

Dave Alstad, head of the Equine Viruses section of the Diagnostic Virology Laboratory, coordinates the EIA training. Alstad says the course is taught five times each year to people who work in laboratories that want to be approved by USDA to conduct certain tests, such as the EIA test.

"These laboratories must send their employees for training at NVSL before we can approve the laboratories," Alstad explains. "We now have trained people and approved laboratories in all 50

States. We've also trained people from many other countries."

Pearson says there are two kinds of EIA tests that the trainees learn how to perform.

"One is called the agar gel immunodiffusion test, or AGID test," he explains. "The other one, which is a faster test, is called the enzyme-linked immunosorbent assay, or ELISA test. In both tests, you take a blood sample and look for antibodies that have developed against the virus."

### Other Tests

"Back in 1980 we also started teaching trainees how to do the test for bluetongue, a viral disease of sheep, cattle, and goats," Pearson says, "and in 1981 we introduced the test for bovine leukosis, a viral disease primarily affecting cattle."

"Right now," said Alstad, "there are 238 laboratories in the United States approved to conduct the EIA test, 69 approved to conduct the bluetongue test, and 89 approved to do the bovine leukosis test. So you can see why we need five courses a year."

A certain amount of pressure comes with being the only facility in the country that offers this

unique training experience. But being the only game in town has its advantages, too.

"A lot of people out there now know about Ames, Iowa," Pearson observed. "If they want to come out here and take our course, they have to find us first. They have to dig up a map and figure out where we are."

### Instructors Still Teaching

During the past 22 years, a number of NVSL personnel have been involved in teaching the EIA course. Current NVSL employees who once served as instructors or who are still teaching include Alstad, Pearson, Gary Gustafson, Marilyn Carr, Amy Shafer, Gene Alvestad, Lisa Henry, Denise Groomes, Luann Heintz, Doug Pedersen, Dennis Senne, Kathy Moser, Bruce Maxwell, Ron Kurth, Sue Klein, Donna Johnson, and Ted Palmer.

NVSL Training Office employees Marilyn Hagemoser (training specialist) and Louise Irvin (secretary) coordinate these training courses. ♦

# Promoting Health Standards, Trade Team Overcomes Barriers

By Sue Wilkinson, Public Affairs, LPA

Who could ever forget the thrill of seeing the citizens of Berlin as they watched the Wall come down? As a result of this and other dramatic changes in the world's political situation, the United States now has international trading partners unheard of a few decades ago.

Although the Foreign Agricultural Service (FAS) is the primary USDA agency responsible for managing international trade in U.S. agricultural products, APHIS, with its vast technical expertise, is emerging as a major player in this arena. Thanks largely to APHIS, U.S. apple producers celebrated a new era in 1994 when, for the first time, U.S. apples were exported to China.

## New Treaties

Treaties such as the 1993 North American Free Trade Agreement (NAFTA) and the revised General Agreement on Tariffs and Trade (GATT) have eliminated many nontariff trade barriers and quotas that formerly had restricted trade in certain agricultural products. While the resulting increase in trade obviously provides new opportunities for U.S. importers, exporters, and consumers, it also presents new challenges for APHIS.

A few years ago, the APHIS Management Team (AMT) decided the agency needed to address its role in the burgeoning world trade situation in a coordinated manner. In July 1992, the AMT established a 2-year pilot project specifically to focus the agency's efforts in regard to trade-related issues. As a result, seven APHIS employees with widely varying backgrounds came together in the USDA's South Building to form a team. Their mission is to help APHIS perform a delicate balancing act: encourage growth in international trade of agricultural products while furthering the APHIS mission of protecting American agriculture.

The formula for the pilot project has proven to be successful. On November 10, 1994, the AMT decided to make the Trade Support Team (TST), as the group was called, a permanent part of APHIS.

"APHIS has a primary responsibility to maintain high sanitary



Alex Thiermann, deputy administrator for IS (second from left), meets with four members of the Trade Support Team (TST). From left to right are Chuck Havens, Dan Sheesley (TST director), Bonnie King, and Tammi Washington.

and phytosanitary standards as the country increases its trade in agricultural products. The TST proactively works to raise the level of understanding in FAS and the office of the U.S. Trade Representative (USTR) about the importance of this responsibility," said Dan Sheesley, current TST director. Sheesley, a veterinarian and long-time IS Foreign Service employee, replaced the original TST director in 1993 upon his retirement. Sheesley has field experience in plant and animal health programs in Mexico, Central America, and the Caribbean.

## TST Issues

Two years after its inception, the TST has no shortage of work. The group tackles issues received from many sources, including the APHIS program areas, FAS, the European Union, and Congress. Through analysis of trade issues and coordination of various activities, including bilateral and multilateral meetings, the team provides APHIS with strategic guidance to help overcome trade barriers affecting U.S. agriculture. These barriers are often

disguised as technical animal and plant health issues.

The AMT has armed the team with a new mission statement: "To provide analytic and strategic value to the APHIS trade mission of maintaining and expanding trade while ensuring a biologically sound and consistent trade policy." This mission translates into three basic functions: providing analytic support within APHIS, providing internal communication on trade issues, and providing liaison with external units.

## A Negotiating Team

The TST has accomplished much in its relatively short existence. At the APHIS level, the team works with VS, PPQ, IS, PPD, and BBEP on trade-related negotiations with foreign governments and in planning, attending, and following up on bilateral and multilateral meetings. The team serves as an information source on APHIS trade policies and activities. Team members routinely monitor regional and global trade trends and legislation, including NAFTA and GATT, and provide updates to the APHIS programs. The team also frequently meets with visiting foreign animal and plant health officials to identify emerging



issues and better understand the external cultural point of view of APHIS and USDA activities.

At the Department level, the TST attempts to ensure that U.S. biosecurity objectives and concerns are articulated in trade policy discussions. The team enhances coordination on trade issues through day-to-day contact with FAS, the Food Safety and Inspection Service, and the office of the USTR. The team further assists the Department and USTR in resolving a wide range of commodity disputes with foreign governments over sanitary and phytosanitary issues.

Sheesley believes that APHIS needs to approach trade issues from the standpoint of the United States' overall relationship with another nation. In the past, he believes the agency has tended to look at each commodity and deal with each issue separately.

"It's a very exciting place to be," he said of his job with the TST. "All of us enjoy being on the cutting edge."

### Permanent Team

The AMT voted to change the structure for the permanent TST from that of the pilot project. The permanent team will consist of a director and secretary, an information resource manager, and two policy analysts. In addition, VS,

PPQ, and BBEP will each establish a new position known as a trade policy advisor or liaison. These employees will report to their respective programs but will be key liaisons to the TST. The trade policy advisors must be of a sufficiently high level within their programs to be able to guide policy decisions and strategy. In addition, the TST will continue to convene meetings of multidisciplinary groups of APHIS employees to help address specific trade issues; after the situation has been resolved, these issue-resolution workteams will disband.

### Washington Office

Although the AMT assigned the TST to IS, the lead APHIS unit on international activities, the team will not be located with the majority of IS headquarters personnel in the new APHIS facility in Riverdale, MD. Because the team works with and serves many groups outside of APHIS, the team's offices will remain in the USDA headquarters in Washington, D.C.

Alex Thiermann, deputy administrator for IS, shares Sheesley's enthusiasm for the TST's accomplishments thus far and goals for the future. He says the external groups served by the TST welcome the team's input. However, he believes "this pilot project's successor went far beyond trade issues."

He believes the team is a microcosm of what could and should be happening across APHIS. "The TST is an excellent example of workforce diversity at its best," he states. "Workforce diversity goes far beyond issues of gender and race. The team brings together people with different kinds of expertise. It has helped us see there are different ways of doing things. We are now combining technical, analytical, negotiation, and intercultural skills in making trade decisions."

"We need to realize that it doesn't matter who you work for," he continued. "We're all competent; we're all different. Diversity adds to the quality of the product."

As the world becomes a global marketplace, the strength inherent in such diversity of skills will help APHIS lead the way for USDA. ♦

## What is GATT ?

In the last vote of the 103d Congress, U.S. lawmakers passed legislation to implement an expanded General Agreement on Tariffs and Trade (GATT). Passage of these amendments as well as the North American Free Trade Agreement (NAFTA) in 1993 have greatly liberalized international trade, which now accounts for a fourth of the United States' output of goods and services, double the proportion in 1970.

First established in 1947, GATT encompasses 124 nations. The expanded GATT reduces trade barriers, including lowering tariffs by one-third, and covers services for the first time. The amendments also create a World Trade Organization whose purpose is to enforce compliance with GATT rules and

arbitrate disputes among the GATT signatories.

Of perhaps most importance to APHIS, the revised GATT attempts to control the use of nontariff trade barriers, such as unjustified technical plant and animal health standards. GATT negotiators established a set of principles to prevent the use of health measures as disguised barriers to trade. These rules, which are identical to those negotiated under NAFTA, include

- The use of science-based measures (i.e., using risk assessment) in making importation decisions;
- The recognition of pest- and disease-free areas and areas of low pest or disease prevalence and allowing trade from those areas;
- Participation in the international standard-setting organizations

and wherever possible basing import requirements on standards set by these organizations. (Animal health measures are to be based on standards set by the Office of International Epizootics, and plant health measures are to be based on standards set by the International Plant Protection Convention.)

- The recognition by importing countries of equivalent sanitary and phytosanitary treatments and quarantine practices by exporting countries; and
- A reliance on sanitary and phytosanitary committees (of which APHIS and USDA's Foreign Agricultural Service will be a part) to settle disputes through technical consultations.

# Diversity Has Major Role to Play in Agency's Culture Change

At the recent Reinvention Forum in Minneapolis, one of the pre-dominant themes was creating a culture of change. This theme is not surprising since the National Performance Review (NPR) itself is a prescription for Government that "works better and costs less."

The APHIS Workforce Diversity Steering Committee (WFDSC) has also been working to design a strategy that will enable APHIS to make the most of the diversity that currently exists in its workforce and that is sure to increase in coming years. The WFDSC is committed to creating a working environment where all employees can reach their full potential as they contribute to the agency's goals.

An organization that appreciates its diversity gives no person or group of persons an advantage or disadvantage because of race, gender, culture, or any other factor that makes us different from each other. The organization that appreciates its diversity respects variety in approach, style, and outlook and considers this variety an asset that can help the organization solve increasingly complex problems. WFDSC is seeking to help APHIS become this kind of organization—one that maximizes the contributions of all APHIS employees.

## Culture of Empowerment

Both the reinvention and managing diversity initiatives in APHIS are moving toward a culture of empowerment—a culture in which all employees understand the direction the organization is going and have the authority and accountability to accomplish its mission. The WFDSC believes that, by looking at an outsider's view of the current APHIS culture, we in APHIS can understand what changes we need to bring to our culture to help us achieve an empowered workforce.

About 2 years ago, Diversity Consultants, Inc. (DCI), an outside consultant, performed a cultural audit of APHIS.

"By culture," DCI says, "we mean the basic assumptions, values, and beliefs that give rise to all activity within an organization. Typically, these assumptions are not in the managers' or employees'

awareness. They are like the roots of trees—not visible but critical to the life of the organization. Accordingly, these assumptions can be thought of as the cultural "roots" of an organization."

## Four Cultural Roots

Based on data gathered through extensive employee surveys and interviews, DCI identified four basic assumptions in the APHIS culture: 1) We are committed to maintaining the public trust, 2) We are dedicated to our mission of "providing leadership in ensuring the health and care of animals and plants to improve agricultural productivity and competitiveness and to contribute to the national economy and the public health," 3) We strive to react successfully to emergencies, 4) We need technical

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**"By culture, we mean the basic assumptions, values, and beliefs that give rise to all activity within an organization."**

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*Diversity Consultants, Inc.*

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expertise to be successful with a focus on promoting agricultural knowledge as a scientific endeavor. According to DCI, each of these roots has potential to either help or hinder our ability to create an environment of involvement and participation of all employees.

One of the most prominent roots of our culture is "maintaining the public trust." This root is common in public agencies and traditionally leads to bureaucratic management. The root tends to encourage a strict hierarchical structure that does not facilitate an atmosphere of empowerment. The root's many layers of management slow down decisionmaking and take decisions away from those frontline employees often in the best position to make them. Relaxing this bureaucratic model is essential to the tenets of both NPR and managing diversity initiatives.

Acting Administrator Lonnie King believes empowering field employees is critical if APHIS is to continue to

be successful in a new climate of change.

"With decreasing budgets, departmental streamlining targets, and the need for quicker decisions, we can't afford the layers of management that have existed in the past," says King. "As we reduce these layers, there will be fewer people in APHIS, and we will need to rethink our traditional concepts of headquarters and regional structures. Yet, we still need to ensure that our field employees have the support they need to serve our customers quickly and effectively."

The cultural root "dedication to our mission," offers great potential to help us meet our diversity goals. To the extent that APHIS managers regard diversity and an empowerment model of management as tools needed for mission accomplishment, this root will move the agency forward.

"The composition of the workforce is changing as the population becomes more diverse," says Terry Medley, acting associate administrator, who believes optimizing a diverse workforce is essential. "This means we have a more diverse customer base as well, making it critical for us to fully use and value the different viewpoints our increasingly diverse workforce has to offer."

However, if we see the changes associated with diversity and reinvention as temporary or as a fad instead of as critical to our success, managers are not likely to make them high priorities.

## Emergency Authorities

Our root "reaction to emergencies" has the same kind of mixed potential. DCI felt that this root could make change difficult for APHIS unless we are in a crisis. However, if we see empowering a diverse workforce as urgent, this root can also be a facilitating factor.

"Emergencies always bring out the best in APHIS," recalls King. "During emergencies, people put aside their differences and work with great dedication toward our common purpose. Managers often give people in emergency programs discretion to make decisions on the spot."

"The current changes going on in the outside world and the need for



Government agencies to do more with less create a similar imperative for APHIS to move toward a culture of empowerment today," King adds.

### Technical Expertise

The final root in APHIS culture, our view of technical expertise, can also help or hinder change in APHIS. According to DCI, "the root could be a barrier to full utilization and empowerment of all employees. At APHIS, agricultural competence is still an important key to the agency's success, but at the same time, it may be leading to second- and third-class citizenship for employees who do not need these competencies for their jobs."

On the other hand, if the agency is able to extend the valuing of competence to appreciation for the diverse talents of its employees, the root could be helpful.

"APHIS needs a multidisciplinary approach to carry out its varied mission," says Alex Thiermann, IS deputy administrator and AMT representative on WFDSC. "We need the unique contributions and perspectives of each APHIS em-

ployee. Fully appreciating the different disciplines and the different approaches of a diverse workforce can help us build on this cultural root."

Major organizational change is possible only when compatible with the organization's culture. Changing culture, however, is not to be

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**"The current changes going on in the outside world and the need for Government to do more with less create an imperative for APHIS to move toward a culture of empowerment today."**

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*Lonnie King*

taken lightly. Dan Stone, Chief of M&B's Human Resources Division's Organization Development, is also a member of both NPR and the APHIS WFDSC. Because Stone has

helped facilitate cultural change in APHIS for years, he, perhaps more than anyone else, appreciates the challenge of modifying the current APHIS culture to support a culture of public entrepreneurship and empowerment of a diverse workforce.

"Changing our APHIS culture is one of the most sobering tasks that we could undertake. A part of our culture is a tendency to focus on the negative, fixing what is wrong. However, if we are to be truly effective, we must begin with a deep appreciation of that which is of value in our existing culture while attempting to modify or instill values and norms that will make us more adaptive to the future."

APHIS is an organization rooted in success. Its many accomplishments are a source of great pride for all of us. The assumptions that have brought us this far have the potential, if modified, to include an appreciation for diversity and an empowerment style of management. In an era of reinvention, culture change can keep APHIS a leader in building a Government that works better and costs less. ♦

## Wilson Scholar Finds Part-Time Work in Ft. Collins Office

*By Eileen Siegel, Resource Management Staff, VS*

Richanne Lomkin is the current Saul T. Wilson scholar. Selected last year from a number of competing students, Lomkin is assigned to VS's Ft. Collins, CO, office and works there when she is not in school as a veterinary medical student at Colorado State University. VS established the scholarship in 1991 to attract students to the fields of veterinary medicine and the biomedical sciences. As part of the scholarship agreement, Lomkin will come to work with VS full time after graduation. Here she chats with Acting Associate Administrator Terry Medley (left) and Wilson during her orientation to headquarters last summer.

The scholarship was named after Wilson to honor his dedication to public veterinary medicine. Now a professor of epidemiology at Tuskegee University, Wilson worked in VS for 39 years, retiring in 1989 as director of VS' Operational Support Staff. ♦



# As Port Lowers Gangplanks, PPQ Greet Weekend Crowds

By Annie Sutton, Public Affairs, LPA



APHIS PHOTO BY CAROL RUSSELL

The Port of Baltimore, MD, opened its docks and its gangplanks to the public last fall during Portfest '94. For a weekend the public was invited to see the inner workings of one of America's busiest ports. PPQ's Baltimore office became a part of the event, using the opportunity to showcase its activities and reach the public with its message. LPA helped by providing an exhibit, printed

materials, and two specialists who helped PPQ staff the booth during the Portfest.

The Port of Baltimore welcomed all visitors at its Dundalk Marine Terminal, where visitors could find tours of the harbor and a container ship, demonstrations on loading and unloading 36,000-pound containers, and port-related exhibits. Many visitors were surprised to see a steam-powered tugboat, this country's only operating tugboat of this type. The tours of the shipping areas naturally led to a stop at the Domino Sugar Refinery where visitors learned about the processing of sugar

and how Baltimore's port operations assist Domino in their importing and exporting activities.

The PPQ exhibit drew large crowds throughout the festival weekend. Frank Tully, PPQ's canine officer at Dulles International Airport in Virginia, brought Jackpot of the Beagle Brigade to demonstrate how USDA is working in the airports to prevent international travelers from bringing

foreign agricultural products back into this country via their luggage. PPQ officer Carol Russell gave visitors an opportunity to hold a Madagascar hissing cockroach and a horn worm, while she spoke to them about how pests can have a harmful effect on America's bountiful agriculture.

"Being part of this event was a wonderful opportunity for us to teach people of all ages how they can help us protect the fruits, vegetables, and meats they like to purchase in grocery stores each week," says Russell. "Many people recognized the horn worm we had at the festival as a pest in their gardens, so they can understand us when we tell them about more damaging pests, like the Mediterranean fruit fly that destroys entire citrus crops."

"We get excited about educating the public about what we do, and they get excited about learning about the vital role they play in helping us protect their agriculture," says Fred Mann, Baltimore's acting officer in charge. "We're looking ahead and planning new educational activities for Portfest '95," Mann adds. ♦

**Roger West, State Plant Health Director for Maryland, answers questions about the Madagascar hissing cockroach during Portfest '94 in Baltimore, MD. LPA's Annie Sutton is in the background.**

## REINVENTION from page 5

On the last evening, Acting Administrator Lonnie King presented each reinvention lab with framed plaques both he and Deputy Secretary Richard Rominger had signed. Even a Vice President Gore look-alike hobbled in on crutches amidst much laughter and applause and handed out letters of commendation signed by the real Vice President.

FSO's Hill, one of the three employees who reinvented communication methods by writing and publishing a daily newsletter about forum activities, observed a connectivity in the structure of the forum:

"The final day brought the forum full circle, returning to one of the week's themes offered by Lukensmeyer: Changes at the micro level ultimately result in macro improvements in government systems, which in turn bring reinvention home to the customer, John Q. Citizen. . . . From about 120 souls, we generated 20 passions, from which sprang 12 themes, which were honed into 6 action plans, which turned back into 120 individual contracts. Now all of us are energized to enthusiastically take Lukensmeyer's advice—to change the things we have

control over. (We may even have the courage to tackle the 'undiscussables'.) Hopefully, we'll diligently act on our contracts and will eventually see those ideas chain out—to our work units, the Department level, and the Federal Government in general—so that micro improvements produce momentous and indelible macro reinvention." ♦



# 1995 Calendar of Events

## JANUARY

- 4 Ohio/West Virginia area meeting; AIDS/HIV training (PPQ, REAC, VS)
- 5 Ohio/West Virginia EEO meeting, Northern Region (VS)
- 7-14 Smith-Kilborne Foreign Animal Disease Seminar (R&D, VS, IS)
- 9-13 Florida Brucellosis Program Review, Southeastern Region (VS)
- 9-13 National Plant Board Council Meeting (PPQ)
- 9-13 Administrative training, Northern Region (VS)
- 10-12 Grasshopper Management Board Meeting (PPQ)
- 11 Tennessee Rural Development Committee, Southeastern Region (VS)
- 11 Tennessee Food and Agriculture Council, Southeastern Region (VS)
- 11-15 Conference on the Molecular Genetics and Pathogenesis of the Clostridia, NVSL (VS)
- 12-13 Smith-Kilborne training AMT (REAC, R&D)
- 17 Veterinary accreditation core training, Northern Region (VS)
- 17-20 USDA Interagency Gypsy Moth Research Forum (OA/NBCI)
- 18-19 FTS Mail/DOS/WINDOWS Training, Northern Region (VS)
- 23-27 Epi-in-Action training, Southeastern Region (VS)
- 23-27 National CAPS meeting (PPQ)
- 24-26 TMT meeting (PPQ)
- 24-26 PPQ Overtime Committee meeting (PPQ)
- 24-27 Western Region AVIC Work Conference (VS)
- 24-27 REAC Management Team meeting (REAC)
- 24-27 AVIC Work Conference, Western Region, (VS)
- 26-27 Annual meeting, New York Chapter of the Wildlife Society (ADC)
- 30 Weed Science Society of America (PPQ)
- 30 APHIS-Wide Change Conference begins (HRD)
- 30 Northern Region WBBS training begins (VS)

## FEBRUARY

- 1 Veterinary Accreditation Core training, Northern Region (VS)
- 2-4 Weed Science Society of America (PPQ)
- 3 Northern Region WBBS training concludes (VS)
- 6-9 Regional EEO meeting, Central Region (VS)
- 6-10 MIS Reports Oversight Committee (ADC)
- 7-9 Greater Yellowstone Interagency Brucellosis Committee, Western Region, (VS)
- 10-12 Wildlife Damage Management Instructional Conference (ADC)
- 10-12 NADCAC membership meeting (ADC)
- 12-14 1995 Meeting of S-238 (OA/NBCI)
- 13 WBBS meeting, Northern Region (VS)
- 13-16 Regional Health and Safety meeting, Central Region (VS)
- 13-17 Work Conference for Epidemiologists, Northern Region (VS)
- 13-17 MIS Advisory Committee meeting (ADC)
- 19-23 USAHA Western State Veterinary Conference, Central Region (VS)
- 21 EEO Committee meeting, headquarters (VS)
- 22 EEO meeting, Northern Region (VS)
- 23 Catfish Farmers of America (ADC)
- 27 VS Management Team meeting; State/Federal Relations meeting, Western Region (VS)
- 27 Veterinary accreditation core training, Northern Region (VS)
- 27 ADC managers' meeting begins (ADC)

# Retirements

This list includes the names of APHIS employees who retired between August 16, and December 15, 1994.

## Animal Damage Control

Amos Bailey, Hyattsville, MD  
Barbara Bolduc, Boise, ID  
Dan Campbell, Olympia, WA  
H. Foster, Grand Junction, CO  
Melvyn Garrison, Lakewood, CO  
Larid Johnson, Lusk, WY  
DeLyle Rowley, Montrose, CO  
Roy Thompson, Lakewood, CO  
William Thomas, Hyattsville, MD

## Biotechnology, Biologics and Environmental Protection

Fred Alderink, Hyattsville, MD  
Joyce Hill, Hyattsville, MD  
Maxine Kitto, Hyattsville, MD  
Ada Lewis, Ames IA

## International Services

Otis Handley, Jr., Hyattsville, MD

## Legislative and Public Affairs

Amichai Heppner, Hyattsville, MD

## Management and Budget

Carolyn Bigelow, Hyattsville, MD  
Charlotte Cronshey, Hyattsville, MD  
Audrey Gilbertson, Minneapolis, MN  
Inez Mitchell, Hyattsville, MD  
Frederick Oelrich, Minneapolis, MN  
Kendall Pinion, Hyattsville, MD

## Plant Protection and Quarantine

Patricia Adams, Brownsville, TX  
James Altus, Brownsville, TX  
Robert Bass, Clinton, NC  
Walter Baxley, St. Pauls, NC  
Vaughn Belcher, Harlingen, TX  
Robert Beringer, Hoboken, NJ  
James Brazzel, Mission, TX  
Robert Brittingham, Hyattsville, MD  
Kirby Brock, Fayetteville, NC  
G. Browne, Seattle, WA  
Travis Burnett, Brownsville, TX  
John Butler, Miami, FL  
Jorge Carrero Gonzalez, San Juan, PR  
Marie Conaway, Harlingen, TX  
Minnie Dean, Winter Haven, FL  
James Duncan, Austin, TX  
Robert Duryea, Hoboken, NJ  
Marvin Dykes, San Diego, CA  
Leo Ehnis, Charleston, SC  
Edwin Feliu, Hyattsville, MD  
Arnold Finamore, New York (Queens), NY  
Doris Fleming, Winter Haven, FL

Ellen Franczak, Hyattsville, MD  
Gelon Galbreath, Moultrie, GA  
Manuel Garcia, Mission, TX  
Eugene Garwood, Jacksonville, FL  
Carlos Gonzalez, Roma, TX  
Albert Guenthner, Mission, TX  
Charles Hall, Gulfport, MS  
Carl Henningson, Hoboken, NJ  
Raymond Hite, Reynoldsburg, OH  
Milton Holmes, Hyattsville, MD  
Richard Kobayashi, Honolulu, HI  
Kenneth Kornegay, Lumberton, NC  
Perry Lockerman, Bladenboro, NC  
Harold Mabry, Mission TX  
Richard Manganiello, Boston, MA  
Sally Matson, Tempe, AZ  
Curtis McCauley, Hyattsville, MD  
David McIntyre, Lumberton, NC  
Philip Meyerson, San Francisco, CA  
Michael Mizelle, San Diego, CA  
Harry Mumma, Jr., Moorestown, NJ  
Rodriguez Orench, San Juan, PR  
James Palisin, West Palm Beach, FL  
William Piersol, Miami, FL  
Manuel RosarioMarrero, San Juan, PR  
Kenneth Ross, San Diego, CA  
Nancy Scovill, Sacramento, CA  
Edward Shiroma, Honolulu, HI  
Nick Silva, El Paso, TX  
Russell Smith, Cape Canaveral, FL  
Edward Stockbridge, Boston, MA  
Ernest Strasser, Hoboken, NJ  
Ramon Swartz, New Orleans, LA  
James Thompson, Little Rock, AR  
Durham White, Sr., Elizabethtown, NC  
Richard Wion, San Francisco, CA  
Victor Withee, Miami, FL  
Howard Wong, San Francisco, CA

## Program Planning and Development

John Acree, Hyattsville, MD  
David Galbreath, Hyattsville, MD  
Claudette Hoover, Hyattsville, MD  
King Lovinger, Hyattsville, MD  
Janis Pressley, Hyattsville, MD  
Judith Rancourt, Hyattsville, MD  
Edwin Thomas, Hyattsville, MD

## Recruitment and Development

Carol Jorgensen, Hyattsville, Md

## Regulatory Enforcement and Animal Care

Harold Bunde, Bloomington, MN  
John Eades, Estill Springs, TN  
Merlyn Gilbert, Lakewood, CO



## Veterinary Services

Robert Angus, Ames, IA  
 Lloyd Anselme, Springfield, IL  
 Ric Backman, Englewood, CO  
 Raymond Baker, Natchez, MS  
 Bobby Barber, Anderson, IN  
 Ralph Burkholder, Greenville, OH  
 James Butler, Hyattsville, MD  
 Calvin Campbell, Englewood, CO  
 Royal Carver, Logan UT  
 Robert Clark, Ames, IA  
 Jack Cole, Owensboro, KY  
 Jerry Corum, Augusta, GA  
 Ben Craig, Garden City, KS  
 L. Crichfield, Bartlett, TN  
 Edwin Darty, Eastport, ID  
 Charles Deal, Portal, GA\*  
 Dorothy Dutton, Hyattsville, MD  
 Page Eppele, Pierre, SD  
 Virginia Fedson, Ames, IA  
 Max Gausman, Chester, NE  
 Robert Gibbons, Nampa, ID  
 Stanley Harris, Ames, IA  
 James Hatton, Little Rock, AR  
 George Hess, Morgantown, WV  
 Larry Houser, Des Moines, IA  
 Daryl Johnson, Conyers, GA  
 Norman Jones, Ames, IA  
 Denise Jutting, Ames, IA  
 Harvey Kryder, Jr., Hyattsville, MD  
 Phillip Ladd, Fort Collins, CO  
 Donald Lee, Ruston, LA  
 Lucien Lewy, Jr., Alexandria LA

Glenn Patterson, Jackson, MS  
 Corneal Pulvermacher, Ames, IA  
 Marilyn Faulkner, Ames, IA  
 Daniel Ortiz Melendez, Luquillo, PR  
 Harless McDaniel, Hyattsville, MD  
 John Mason, Hyattsville, MD  
 Donald Maas, Long Lake MN  
 David Mitchell, Gainesville, FL  
 Obie Oliver, Jr., Mission, TX  
 Jay Peterson, Nogales, AZ  
 Marshall Pitcher, Maquoketa, IA  
 Robin Reymann, Fort Collins, CO  
 Sam Richeson, Hyattsville, MD  
 Ruth Rodriguez, San Juan, PR  
 Donald Roloff, Glendale, AZ  
 Hugh Scott, Waynesboro, GA  
 Marion Simpson, Fort Collins, CO  
 Beatrice Straker, Nashville, TN  
 John Thaelke, Fort Collins, CO  
 Clyde Whiteaker, Oroville, WA  
 Presley Winner, Frankfort, KY  
 W. Wooten, Gainesville, FL

## Deaths

This list includes the names of APHIS employees who died between August 16 and December 15, 1994.

## Veterinary Services

Jose Homs, Guanica, PR

## GOPHER from page 7

key APHIS offices, and a listing of what's new on the APHIS gopher.

Future gopher menu items will include:

- animal and plant import-export information;
- APHIS enforcement actions;
- APHIS news releases;
- biological control;
- biotechnology licensing and permits; and
- a way to search the gopher.

In addition to putting APHIS information "on the net," the working group has adopted guidelines for managing the APHIS gopher. First, only information that is available to the public should be posted on the APHIS gopher, and this should be material that is cleared through regular agency channels. No additional "internet clearance" is needed.

Second, the over-all thrust of gopher management is toward decentralization; i.e., the "owner" of

the information is responsible for uploading information to the APHIS gopher, for updating information already uploaded, and for deleting information that is outdated. As a corollary to this, it's important for the "owner/manager" to carefully review all information internally within his or her own unit before it is loaded on the gopher. Typos do happen!

Third, there also should be some sort of general oversight to look at both the technical aspects of the gopher as well as the content and organization of the gopher. Initially, Kevin Clarke and Shane Short with CEAH in Ft. Collins have provided technical oversight while I have represented LPA in providing the organization/content oversight.

The group also adopted guidelines for setting up the menus and sub-menus and developed standards for "headers" for documents loaded on the gopher so that much

of the work can be automated. And Shane Short has recently completed a script file so that the computer automatically updates the gopher menus after new documents have been loaded on the gopher by the "owners" of the information. This refinement will make it easier for us to move documents around and accomplish our "decentralization" goal.

Information on how to access the gopher from your APHIS location is being posted on the APHIS FTS 2000 bulletin board (a343admin:aphis). Or I can give you information about the gopher. Also, we are looking for additional kinds of information that might be useful to put on the gopher. Call me on (202) 720-3977 or send an e-mail message to: lmark@esusda.gov (my Internet address) or a34almark (my FTS2000Mail address). ♦

UNITED STATES DEPARTMENT OF AGRICULTURE  
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